

Pickwick Landing State Park Strategic Management Plan

2023 – 2033

DRAFT

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Park Purpose, History and Description

Pickwick Landing State Park was opened in 1972 as a Resort Park on the Tennessee River at Pickwick Dam. The original resort included a Lodge with restaurant and conference space, 10 cabins, marina, campground and golf course, picnic shelters, and boat launches. Since that time, the original lodge has been replaced with one on the lake, a second campground across the lake was added, the marina has been expanded, and 7 new Villa-style cabins have been built. The park serves as a recreational launching point for various boating, fishing, and lake related activities.

The landing on the river was used as a steamboat stop throughout much of the 19th Century. The area became known as Pickwick when Richardson K. Baird moved here and established a post office. Being a fan of the works of Charles Dickens, he named the area Pickwick after the Dickens novel *The Pickwick Papers*. During the 1930s, the TVA established Pickwick Village on the site, serving as a town for those building Pickwick Dam. While the dam was under construction, the Civilian Conservation Corps was located here, building a park area adjacent to Pickwick Village (where the day-use area, marina, cabins, and residences are now). CCC Camp 3459, an African American camp, built roads, trails, shelters, cabins, and other structures. Much of their work was removed during the 40s, 50s, or 60s, when the area was under private management as Pickwick Resort, though several representative structures remain. The State of Tennessee acquired the land to begin construction of the State Park in 1970.

Goals, Objectives and Action Plans

THE RESOURCES: Exemplary Natural and Cultural Stewardship

Goal: Tennessee State Parks will be nationally recognized for exemplary stewardship of natural and cultural resources.

Objective - *More and better stewards:* Increase internal and external stewards who share Tennessee State Parks core values and can contribute to the State Parks mission to preserve, protect, and share Tennessee's natural and cultural resources.

Action Plan:

- Identify a specific staff member as the lead in relation to each resource group to foster ownership and buy-in.
- Further develop interpretive programming in Hardin County schools to increase awareness of the resources of our park.
- Develop a regular schedule for volunteering related to resource management and stewardship.
- Engage our friends group in financial support for interpretive and resource-based opportunities
- Foster partnerships with academia and other resource-based government agencies to better connect our resources to a larger body of thought.

Objective - *Better resource management practices:* Identify, manage, and restore unique natural and cultural resources for generations to come.

Action Plan:

- Involve all employees in resource stewardship where possible.

- Encourage consistent messaging related to resources by creating fact sheets related to each resource group.
- Develop strategies for preservation or restoration of each resource group.,
- Encourage regular activity related to each resource type.

Objective: *Better data and technology:* Leverage data and technology to help inform and guide decisions on natural and cultural resources stewardship.

Action Plan:

- Develop consistent methods and procedures related to data capturing for use of systems such as GIS.
- Inventory known cultural and natural resources.
- Research each resource group to fill in missing pieces of information.
- Identify threats to known resources.

THE VISITOR: Welcoming and Inviting to All

Goal: Tennessee State Parks will be the most accessible, welcoming, and inviting system of parks that enriches Tennesseans and visitors through excellent interpretation, education, and resource-based recreation.

Objective: *accessible, welcoming, and inviting to all:* create quality and varied programs of interpretation, recreation, and outreach so that all audiences feel welcome and invited.

Action Plan:

- Ensure every visitor has a quality experience where they feel welcomed.
- Foster connections with diverse community groups to encourage use of the park by a larger community.
- Assess facilities for accessibility and address exclusionary scenarios when possible.
- Tell the full story of the history of our park, allowing diverse groups an opportunity to connect.

Objective: *high quality programming:* develop and support mission-based and resource-relevant programs to engage visitors, empower staff, and develop community wellbeing.

Action Plan:

- Develop interpretive programming catalog to encourage connections with existing user groups and foster new relationships with the community.
- Highlight park history of African American CCC Camp.

Objective: *resource-based outdoor recreation:* provide resource-based outdoor recreation opportunities that ensure representation of Tennessee's natural, scenic, and cultural resources.

Action Plan:

- Develop opportunities for visitors to engage with and encounter the resources in a way that will not damage them.
- Provide recreational opportunities that will engage visitors with the natural resources of the park.

THE AMENITIES: Well-Maintained Facilities and Amenities

Goal: Tennessee State Parks will be well maintained with facilities and amenities that delight visitors and make Tennesseans proud.

Objective: *Improve maintenance:* Improve overall maintenance and upkeep of all park facilities and amenities that contribute to meaningful visitor experiences.

Action Plan:

- Develop a healthy preventative maintenance program that lengthens the effective lifetime of park equipment.
- Assess structures and features for necessary repairs on a scheduled basis; develop plan to address concerns found.
- Utilize HIPPO to track maintenance projects.
- Properly train and equip staff to ensure construction and repairs are made efficiently and correctly.

Objective: *Better park accessibility:* ensure all visitors have opportunities for meaningful experiences in every Tennessee State Park.

Action Plan:

- Prioritize maintenance projects and capital improvements that will better allow visitors to appropriately experience the park's resources.
- Look for opportunities to improve access to amenities.
- Improve signage for wayfinding throughout park.
- Maintain appropriate staffing levels to ensure services to all visitors.

Objective: *Quality and welcoming facilities and amenities:* provide high-quality and well-planned facilities and amenities that enrich the visitor experience.

Action Plan:

- Improve wayfinding throughout the park.
- Ensure facilities that are renovated are made more accessible where possible.
- Develop new facilities such as fishing pier to address accessibility issues.

THE OPERATIONS: Operational Excellence

Goal: Tennessee State Parks will be a national model for operational excellence in a state park system.

Objective: *Support and empower our people:* support and empower our workforce by creating a caring environment that encourages professional growth and great customer service.

Action Plan:

- Provide training opportunities and equipment for staff to succeed.
- Determine areas where staff growth is necessary; develop optimal staffing goals.

Objective: *Efficient and effective operations:* provide efficient, effective, and fiscally responsible service to Tennesseans and our visitors.

Action Plan:

- Develop a budget that satisfies required operational spending, prioritizes appropriate growth, and best protects the resource.

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Park Overview

Site Fact Sheet

Park Name	Pickwick Landing State Park
Site Manager	Andrew Wright
Area Manager	Zach Tinkle
Park acreage	1,533
Total number of visitors (FY 2022)	1,281,983
Total expenses before CO (FY 2022)	\$5,982,746
Total revenues (FY 2022)	\$6,599,450
Retail cost recovery % ¹	360%
Park cost recovery %	110%
Average expense per visitor (FY 2022)	\$4.85
Average revenue per visitor (FY 2022)	\$5.35
Gross profit or loss	\$616,704 or \$0.50/visitor
Total full-time available positions / filled	72
Total part-time available positions / filled	23
Primary feeder markets	Memphis, Nashville, Jackson, Savannah, Adamsville, Selmer, Germantown, Collierville, Tupelo, MS, Florence, AL
Primary reasons people visit	Lake Recreation, fishing
Opportunities for improvement	Historic resource protection, interpretation, native landscaping,

¹ Based on T.C.A. 11-3-305, Cost recovery of revenue-generating facilities

Key Attractions

The amenities or features listed below are those that seem to be most popular for visitors.

- Pickwick Lake
- Lodge
- Cabins
- Campgrounds
- Marina
- Island Loop Trail
- Golf Course
- Swim Beaches
- Fishing
- Shelters

Site and Operations Assessment

This site and operations assessment is a culmination of analyses and findings from a review of the condition of facilities, infrastructure, and operations at Pickwick Landing State Park. The findings and observations are not intended to be an exhaustive review of all issues present, but provide a basic understanding of the predominant issues that contribute to the site's current operating conditions. The assessment includes the following:

1. Site and Facilities Assessment
2. Operational Assessment
3. Financial Assessment

Site and Facility Assessment

Methodology

Facility and asset conditions are rated using a differential scale of excellent, good, fair, or poor. Descriptions of conditions that are attributed to each of these findings are also provided.

Scale of Conditions	
Rating	General Description
Excellent	Facilities/amenities are in 'excellent' condition when they show little or no maintenance or repair problems. Facilities do not feature any major design or operational issues or flaws that contribute to diminished use or increased maintenance or upkeep. Facilities are easy to clean and maintain in order to place them back into public use and the users perceive them to be in excellent shape.
Good	Facilities/amenities are in 'good' condition when they show only minor maintenance or repair problems. Most maintenance issues with these facilities typically appear to be the result of age and/or heavy use. Facilities may only feature minor design or operational issues that contribute to diminished use or increased maintenance or upkeep. Facilities are moderately easy to clean and maintain in order to place them back into service and the users perceive them to be adequate for their use, but probably not in excellent shape.

Fair	Facilities/amenities are in 'fair' condition when they show significant maintenance or repair problems. Facilities generally exhibit ongoing maintenance issues that appear to be the result of age, heavy use, or design or operational flaws. Some maintenance and repair needs may compound their fair condition by being deferred because of budget and/or resource limitations. Facilities require more effort to clean and maintain before placing them back into service and the users may perceive them as being less than adequate for their use and in a state of deterioration. The facility or structure may need of major repair or replacement.
Poor	Facilities/amenities are in 'poor' condition when they show significant, on-going maintenance or repair problems that ultimately may result in suspended use for repair/replacement. Maintenance and repair issues are possibly the result of poor maintenance and clearly the result of age, heavy use, or design or operational flaws. Problems with the facilities are often compounded over time due to consistently-deferred maintenance and repair because of budget and/or resource limitations. Facilities may feature major design or operational issues that contribute to diminished use or increased maintenance or upkeep. Facilities require excessive effort to clean and maintain before placing them back into service and the users often perceive them as being inadequate for their use and in a state of serious deterioration. The facility or structure may need of major repair or replacement.

Facility Inventory and Assessment

The table below is an inventory of facilities and amenities at Pickwick Landing State Park, and provides the assessed condition of each as reviewed in May 2023).

Site Asset / Amenity	Quantity	Condition
Lodge	1	Good
Lodge rooms	119	Good
Suites	5	Good
Meeting rooms	4	Good
Cabins	10	Good
Villas	7	Good
Residences	4	Fair
Public bathrooms	7	Good
Shelters	8	Good
Marina Office	1	Good
Marina Piers	9	Good
Restaurant	1	Excellent
Bar	1	Excellent
Snack Bar	1	Fair
Golf Course	1	Good
Pro Shop	1	Fair
Cart Shed	1	Good
Golf Maintenance	1	Fair
Park Maintenance	1	Fair
Wastewater Treatment Plant	1	Fair

RV Campsites	48	Poor
Primitive Campsites	33	Poor
Park Office	1	Fair
Playgrounds	3	Good
Swim Beaches	3	Fair
Historic Restroom Building	1	Fair
Paddlesport Pavilion	1	Good
Docks	6	Good
Storage Buildings (formerly dry-boat storage)	2	Fair
Tennis Court	1	Fair
Beach Volleyball Court	2	Good
Recreation Field	1	Good
Dog Park	1	Good
Swimming Pool	2	Good
Freshwater service line		Poor
Wastewater line		Poor
Roads		Fair
Aviary	3	Good

Trail Inventory and Assessment

Trail Name	Mileage	Condition
Cabin Loop Water Trail	0.79	Good
Island Loop Trail	2.40	Good
Lodge Shoreline Water Trail	1.46	Good
Grand Total	4.65	

The existing Island Loop Trail System (2.8 miles) is in fair shape overall. Maintenance efforts should be concentrated on remediation of erosion issues on the section immediately below the cabins. This area receives heavy runoff which is concentrated onto the trail leading to rutting. Options for diversion of this water, unfortunately, would dump it into the CCC ruins, part of the park's historic resources inventory. Ownership/Management concerns exist with portions of the existing trail, which should be resolved with the Tennessee Valley Authority.

The paved Lake Trail should be resurfaced in the coming years.

Storybook Trail was opened in 2021 and lies in an area reclaimed to nature where the original State Park Inn was located.

A new trail is proposed to be constructed in the Morton Tract, however, the best destinations in this area are not on the park. These areas are under ownership of the TVA, and easement/management should be pursued to solidify the value of this addition to the trail system.

New Assets Needed

List new assets and amenities that would fall under capital expenditures that are needed to improve visitor experience and operational efficiency.

New Asset & Amenities	Description
ADA accessible fishing pier	Construct accessible fishing pier and parking at Circle
Bathrooms	Construct public restrooms at the Circle and Main Boat ramp

Prioritized Facility Needs

Based on the facility inventory and assessment, these prioritized needs have been identified.

Facility	Need
Roadways	Pave roadways, address areas where erosion could impact roadway
Shoreline	Stabilization, dredge upper marina cove
Infrastructure	Replace water, sewer lines parkwide, wastewater plant upgrades
Signage	Replace signage throughout park
Office/Visitors Center	Office Renovation and electrical upgrades, construct visitor center, replace sidewalks
Campgrounds	Renovation of both campgrounds
Restrooms	Renovation of Playground bathroom, paint Sandy Beach and Tennis Court, build new facilities at Circle and Boat Ramp
Marina, docks	Renovate marina office, upgrade electrical on piers, replace G pier fingers, extend tournament dock, improve access approaches to tournament dock, add accessible fishing pier to Circle area
Golf Course	Restore bunkers
Cabins	Improve access to older cabins
Residences	Complete renovations
Shelters	Historic restoration of 5 and 6, repairs to shelter 1
Historic structures	Adaptive repurpose and restoration of rock bathroom, ensure integrity of bridge
Fuel Systems	Paint marina tanks, upgrade maintenance fuel system
Lodge	Hallway HVAC

Operational Assessment

The Operational Assessment includes:

1. An inventory and classification of programs and services being provided at the site,
2. A review of staffing at the site,
3. A review of concessionaires and partners operating at the site,
4. Visitation and customer satisfaction, and
5. Professional development and training.

Inventory and Classification of Programs and Services

Programs and services are classified into one of three major categories:

- 1) **Core or Essential Services;**
- 2) **Important Services; and**
- 3) **Value added or Visitor Supported Services.**

Functions of the site are classified into these categories based in part on the mission and public mandates for both the site and the agency. For the programs and services in each of these categories, there are financial performance expectations that will define how services are funded and evaluated.

CATEGORY 1 – CORE SERVICES *[Largely supported by public subsidies]*

Core programs, services and facilities are those the agency must provide and/or are essential in order to capably govern and meet statutory requirements. The failure of the agency to provide Category 1 services at adequate levels could result in significant negative consequences for the public and the resources under protection. The criteria for programs or services to be classified as core or essential are:

- The services are mandated by the agency's law or charter or are contractually obligated by agreement to provide the services.
- The services are essential to protecting and supporting the public's health and safety.
- The services protect and maintain valuable assets and infrastructure.
- The services would generally and reasonably be expected and supported by residents, businesses, customers and partners.
- The services are those that cannot or should not be provided by the private sector.
- The services provide a sound investment of public funds.

The following programs and services offered have been identified as **core services**:

- Resource Protection
- Visitor Protection
- Historic Preservation
- Recreational Management
- Interpretive Education
- Maintenance

CATEGORY 2 – IMPORTANT SERVICES *[Supported by a balance of revenues and public subsidy]*

Important programs, services and facilities are those the agency should provide, and are important to governing and effectively serving residents, businesses, customers and partners. Providing Category 2 services expands or enhances the agency's ability to provide and sustain its core services. The criteria for programs or services to be classified as important are:

- The services expand, enhance or support identified core services.
- The services are broadly supported and utilized by the community, and are considered an appropriate, important, and valuable public good. Public support may be conditional upon the manner by which the services are paid for or funded.
- The services generate income or revenue that offsets some or all of the operating cost and/or are deemed to provide economic, social or environmental outcomes or results.

The following programs and services offered at Pickwick Landing State Park have been identified as **important services**:

- Hiking Trails
- Swim Beaches
- Recreational Infrastructure
- Boat Launches
- Docks
- Shelters
- Aviary
- Public Restrooms
- Park Office
- Playgrounds

CATEGORY 3 – VISITOR SUPPORTED SERVICES *[Almost exclusively supported by earned revenue]*

Visitor supported programs, services and facilities are those discretionary services that the agency may provide when additional funding or revenue exists to offset the cost of providing those services. Category 3 services provide added value above and beyond what is required or expected. The criteria for programs or services to be classified as visitor supported are:

- The services expand, enhance or support Core Services, Important Services and the quality of life of the visitors, community or stakeholders.
- The services are supported, valued and well utilized and provide an appropriate and valuable public benefit.
- The services generate income or funding from sponsorships, grants, user fees or other sources that offset some or all of their cost and/or provides a meaningful return on investment.
- The Services can possibly be provided through outsourcing or use of concessionaires, providing opportunities for community enterprise or services that may not otherwise be provided by the agency.

The following programs and services offered at Pickwick Landing State Park have been identified as **visitor supported services**:

- Campgrounds
- Lodge/Conference Center

- Cabins
- Restaurant
- Marina
- Golf Course
- Dog Park

Personnel / Staffing Review

Personnel and staffing at Pickwick Landing State Park represent the largest area of budgetary expense at an average of 58% of the total operating budget each year for the last three complete years, which is less than the target of labor costs not exceeding 65% of total operating expenditures. The tables below and on the following page provide a basic review of the current staffing at the site.

Full Time Equivalent Employees (Park Ops)

Position / Title	Quantity (FTE)	Compensation Total
Conservation Worker 1	5	152,520
Conservation Worker 2	4	136,944
Conservation Worker 3	2	76,368
Building Maintenance Worker 2	2	76,368
Building Maintenance Worker 3	1	42,924
Facilities Supervisor	1	60,300
Park Ranger 1/2	3	*
Park Manager 1	1	*
Park Manager 3	1	*
Marina Manager	1	39,408
Account Clerk	2	67,800
Clerk 2	2	62,484
Administrative Assistant 1	1	42,504
Administrative Services Assistant 2	1	42,924
TOTAL	31	\$1,076,604

**Law enforcement compensation confidential by TN law.*

Full Time Equivalent Employees - Hospitality

Position / Title	Quantity (FTE)	Compensation Total
Greenskeeper	1	40,488
Golf Course Manager	1	61,656
Equipment Mechanic 1	1	47,976
Food Service Worker	1	27,780
Laborer	1	27,504
Grounds Worker 1	2	53,616
Clerk 2	1	30,084
Conservation Worker 2	1	34,236
Hospitality Assistant	1	35,784

Building Maintenance Worker 2	1	38,184
TDEC General Manager	1	74,604
TDEC Director of Rooms	1	53,868
Administrative Assistant 2	1	42,924
Account Clerk	1	33,900
TSP Sales and Event Coordinator	1	34,236
TSP Front Desk Associate	3	82,512
TSP Front Desk Supervisor	1	37,800
TSP Lead Front Desk Associate	1	30,204
TSP Lead Night Clerk	1	33,900
TSP Chief of Maintenance	1	53,940
TSP Building Maintenance Supervisor	1	42,504
TSP Building Maintenance Tech	1	33,900
TSP Housekeeping Supervisor	1	34,236
TSP Lead Room Attendant	1	30,204
TSP Room Attendant	2	55,008
Custodial Worker 1	2	50,244
TDEC Food and Beverage Director	1	53,940
Food Service Assistant Manage 2	1	47,976
Server	2	26,184
Lead Bartender	1	20,475
TSP Kitchen Manager	1	47,496
TSP Lead Cook	2	68,472
TSP Line Cook	6	184,248
Cook 1	1	32,640
TSP Lead Dishwasher	1	30,504
Dishwasher	1	27,504
TOTAL	48	1,660,731

Part Time Employees Park Ops

Position / Title	Quantity	Compensation Total
Conservation Worker 1	6	182,988
TOTAL	2	\$182,998

Part Time Employees - Hospitality

Position / Title	Quantity	Compensation Total
Servers	3	49,725
Dishwasher	3	83,364
Line Cook 1	1	30,498
Front Desk Clerk	1	27,495
Host	2	49,988
Room Attendant	3	82,485
Custodial Worker	1	25,253
Food Service Worker	1	23,693
TOTAL	14	\$372,504

Labor Support

Labor Support	Annual Hours
Volunteers	500
Community Service Workers	0
Engineering and Construction Crews	0
Resource Management Crews	0
Other: _____	0
TOTAL	500

Total Labor Compensation Expense

Labor Type	Labor Expense
Full Time Equivalent Employees	\$2,737,335
Part Time Employees	\$555,502
TOTAL Annual Labor Expense	\$3,292,837

Additional Future Positions Needed

Position / Title	Quantity	FTE or PT	Year Needed	Justification
Park Ranger	1	FT	2023	Improve visitor safety, programming,
Park Ranger	1	FT	2025	Improve visitor safety, programming,
Campground attendant	1	PT	2025	Needed due to addition of RV sites at
TOTAL	3			

Financial Performance

Revenue per available unit (**Rev Per Unit**) for the last four years in park facilities is detailed in the table below.

Current Rev Per Unit

Fiscal Year	Lodge Rev Per Unit	Cabins Rev Per Unit	Camping Rev Per Unit	Day-use Facilities Rev Per Unit	Restaurant/Catering Average Check	Golf Sales per Round
2019	\$25.88	\$75.54	\$3.54	\$3.15	\$10.71	\$32.89
2020	\$18.56	\$67.52	\$3.82	\$2.75	\$13.71	\$45.45
2021	\$33.15	\$100.78	\$5.74	\$3.53	\$17.11	\$36.31
2022	\$53.53	\$106.37	\$5.36	\$4.9	\$14.41	\$38.12

Projected Rev Per Unit - Based on current Rev Per Unit trends at the park and any known developments over the next four years.

Fiscal Year	Lodge Rev Per Unit	Cabins Rev Per Unit	Camping Rev Per Unit	Day-use Facilities Rev Per Unit	Restaurant/Catering Average Check	Golf Sales per Round
2023	\$56.24	\$87.85	\$5.52	\$5.00	\$15.13	\$38.86
2024	\$58.93	\$191.61	\$5.69	\$6.00	\$15.89	\$39.61
2025	\$62.08	\$195.44	\$5.86	\$6.00	\$16.68	\$40.38
2026	\$65.22	\$199.35	\$6.03	\$7.00	\$17.52	\$41.17

Customer Service

Platform / Site	Year	Customer Satisfaction Level
TSP General Survey	22	33/4.12
Cabins	22	38/4.59
Campground	22	56/4.3

Professional Development and Training

The following professional development and training opportunities are being explored and planned for the staff and volunteers at this park:

- Routine law enforcement training
- Specialized equipment training (welding, chainsaw, etc.)
- Routine management training
- GIS
- Wildlife Management techniques
- Fire Management

Summary of Key Recommendations

Please provide short-term, mid-term, and long-term recommendations for addressing operational issues at the park and improving overall park performance.

Short Term Recommendations (Less than 1 year)

1. **Site and Facilities**
 - a. Renovate Office
 - b. Renovate Campgrounds
 - c. Expand wastewater treatment plant
 - d. Lodge hallway HVAC
 - e. Residence exterior work
 - f.
2. **Operations and Staffing**
 - a. Train/equip new ranger staff
 - b. Assess seasonal staffing patterns
3. **Customer Service / Visitor Experience**
 - a. Replace directional signage
 - b. Improve parking area at Bruton day use

Mid Term Recommendations (2–5 years)

1. **Site and Facilities**
 - a. Shoreline stabilization
 - b. Marina cove dredge
 - c. Replace water and sewer lines
 - d. Restore and repurpose CCC stone building
 - e. Convert landscaping to native species
2. **Operations and Staffing**
 - a. Add Additional ranger position
 - b. Add Bruton campground attendant (PT)
3. **Customer Service / Visitor Experience**

- a. Add New Deal themed programming event/festival
- b. Add interpretive panels and other markers related to New Deal History

Long Term Recommendations (5+ years)

1. Site and Facilities

- a. New visitors center
- b. New bathroom facilities at Circle and boat ramp

2. Operations and Staffing

- a. Add additional ranger position
- b. Evaluate seasonal staffing levels

3. Customer Service / Visitor Experience

- a. Cabin walkway improvements
- b. Accessible fishing pier

Resource Management Plan

A resource management plan is a specific statement of the objectives you have for your land and natural resources, as well as any significant cultural and historic resources stewarded by the state park. This includes a defined series of priorities and activities that will take place in order to meet those objectives. This can include future potential land acquisitions or divestitures that are necessary to meet the park's resource management goals and objectives.

Though Pickwick Landing State Park is a widely developed Resort Park, it has a strong set of historic resources and natural features to be protected and managed. Based on the history of the site, there are resources related to the pre-New Deal community that existed here, the New Deal era infrastructure established by the TVA and CCC, and the legacy of the Pickwick Resort era and park development. Protecting each of these elements has similarities and distinct differences. Effort should be made to identify the locations of all structures that no longer exist to properly tell their stories and better protect the historic structures that remain.

Pickwick Landing State Park has made efforts in recent years to foster growth and protection of its natural resources. These resources will better tell the natural history of the park, provide better habitat protection, and encourage native species to thrive.

The contents of this resource management plan are as follows:

1. Resource Management Objectives
2. Resource Inventory and Assessment
3. Management Strategies
4. Priority Actions
5. Supplemental Information

Resource Management Objectives

Goal: Tennessee State Parks will be nationally recognized for exemplary stewardship of natural and cultural resources.

Objective - *More and better stewards:* Increase internal and external stewards who share Tennessee State Parks core values and can contribute to the State Parks mission to steward Tennessee's natural and cultural resources.

Objective - *Better resource management practices:* Identify, manage, and restore unique natural and cultural resources for generations to come.

Objective: *Better data and technology:* Leverage data and technology to help inform and guide decisions on natural and cultural resources stewardship.

Aligned with these objectives are specific strategies to achieve the desired outcomes for the natural, cultural, and historic resources of this park.

Strategies

- A. Involve academia and other external partners when feasible.
- B. Catalog resources to have a clearer picture of known resources.
- C. Use GIS and other technology to collect better data and assist in decision making.

- D. Develop strategies to engage the park visitor in experiencing the resources around them while visiting.
- E. Continue to research to attempt to identify missing pieces of information.

Resource Inventory and Assessment

The significant natural, cultural and historic resources of the park requiring management are detailed below including a condition assessment rating for each. Condition assessments are selected from the following options based on what most describes the current condition of the resource:

1. **Excellent** – resource is in excellent condition; all potential threats to the integrity of the resource are currently managed and effectively mitigated.
2. **Good** – resource is generally in good condition and stable; threats to the integrity of the resource require regular management in order to mitigate.
3. **Fair** – resource is in stable condition but difficult to mitigate ongoing threats; additional management support is required.
4. **Poor** – resource is generally in poor condition with management support required to both improve existing conditions and address threats.
5. **Critical** – resource is highly threatened or deteriorated and requires immediate management prioritization.

Significant Park Resources	Quantity	Current Conditions	Notes
Cemeteries	4	Good	In or adjacent to the park; one includes the grave of Richardson K. Baird, who named the area Pickwick
CCC structures and remnants	At least 16	Fair	Includes shelter 5, shelter 6, rock bathroom (closed), water fountains, bridge, trail remnants, structure foundations, “ruins,” staircase, and remnants of the CCC Camp.
TVA era remnants and sites	Several - dispersed	Fair	Includes roadways, homesites, building sites, infrastructure, and the dam itself (off park).
Pickwick Resort era sites	1	Fair	Mostly concentrated to the old marina on the shore opposite current marina. Structure (gone) was probably built by CCC, but area included a boat launch that isn’t there now and parking area(s). Resort used TVA residences and structures as rental facilities.
Old Pickwick and White Sulfur Springs Communities	2	Fair	Includes old homesites, root cellars, cisterns, and roadways.

Shoreline	7.9 miles	Critical/Poor	Erosion is removing significant amounts of soil each year.
Southern Twayblade		Good	State listed plant species found on the park.
Invasive species management		Critical/Poor	Includes threats from plant growth of privet, Bradford/Callery pear, autumn olive, honeysuckle, and wildlife threats of wild/feral hog.
Hardwood Forest	800 acres	Poor	Major erosion and threats caused by illegal offroad vehicle use.
Pollinator Meadows	2 acres	Fair	Planted native fields managed by fire and other strategies as necessary. Add other areas as able/if appropriate to other management strategies.
Butterfly garden/native landscaping	various	Fair/Poor	Continue to convert landscaped areas to native species.
Apiary	1	Fair	One hive currently; expand to no more than 5.
Prehistoric archaeological resources		Fair	Mostly submerged under the lake, but the area was heavily used by native communities. Artifacts can often be found within the park.

Management Strategies

The management strategies outlined below are directly correlated to the resources identified previously in the *Resource Inventory and Assessment* section immediately above. These are general and overall management recommendations for each resource from which priority actions will be determined. Each resource has both a “Public Use” management strategy (which could include limited or no public access, or managed access with infrastructure and regulation) and a “General Management” strategy.

The priority assignments reflect the highest resource management priorities of the park over the next 1-5 years (High Priority) and 6-10 years (Moderate Priority)

Resource	Management Recommendations	Priority
Historic structures	<p>Public Use: Varies depending on resource.</p> <p>General Management: Prevent destructive use/behavior such as vandalism, restore structures, create adaptive reuse plans, pursue national register nomination, research unknown aspects of the various eras, document locations of removed structures, and better tell the stories behind them. Manage site use patterns and landscaping to respect the former uses of the area.</p>	High

Plant/habitat management	Public Use: Limited to designated trails or perimeters of planted areas. General Management: Manage for native plant communities, eliminate non-natives where feasible.	High
Erosion management	Public Use: Managed but difficult due to staff size and other challenges. General Management: Law enforcement action to manage offroad vehicle use and shoreline stabilization measures to protect lakefront.	High
Wildlife Management	Public Use: Limited due to laws and park rules. General Management: Manage for native species/prevention of non-natives. Pursue best practices related to human/wildlife interactions.	High

Land Management Strategies

In some cases, strategic land acquisitions or divestitures are necessary to meet the overall resource management goals and objectives of the park. This can include opportunities to address buffers, watersheds, viewsheds, inholdings, and adjacent properties. The table below details **general strategies** for land management. Timelines refer to Short Term (1-3 years), Mid Term (4-6 years), and Long Term (7-10 years).

Land Management Strategy	Timeline
Negotiate management/agreement of TVA areas on perimeter of park (peninsula and Morton Tract) for trail system.	Short term
State Park should consider acquisition of private property as a buffer, including lands adjacent to Bruton Branch or adjacent vacant tracts in other areas.	Mid term
Should consider purchase/management of three cemeteries in and adjacent to park property.	Long term

Interpretive Programming and Education Plan

The Interpretation, Programming, and Education planning is currently going through a planning process to further build out the process. This section only represents the very basic framework. As TSP moves forward with the future of Interpretive programming and education this section will likely be changed to accommodate those modifications.

Attached to this plan are the Interpretive Program Templates in fillable PDF forms.

Pickwick Landing State Park staff strives to effectively communicate the natural and historical importance of the area through a broad array of engaging interpretive and recreational programs made available to all park visitors, and to further our outreach by travelling off-site to present programs.

Harnessing the Tennessee River at Pickwick Landing altered communities while providing for the opportunity for development of diverse ways to connect with our resources. Our interpretive efforts are focused on telling the story of the Tennessee River and our community, how they have changed, who changed them, and why. Stories of pre-New Deal era life, New Deal progress, recreation, and the natural community around us tell of struggles, challenges, successes, and reinvigorated life.

Interpretation, Programming and Education Goals

Goal: Tennessee State Parks will be the most accessible, welcoming, and inviting system of parks that enriches Tennesseans and visitors through excellent interpretation, education, and resource-based recreation.

Objective: *accessible, welcoming, and inviting to all:* create quality and varied programs of interpretation, recreation, and outreach so that all audiences feel welcome and invited.

Objective: *high quality programming:* develop and support mission-based and resource-relevant programs to engage visitors, empower staff, and develop community wellbeing.

Objective: *resource-based outdoor recreation:* provide resource-based outdoor recreation opportunities that ensure representation of Tennessee's natural, scenic, and cultural resources.

Park Interpretation and Programs should be developed with the following desired outcomes:

- Building stewards
- Ensuring Equity
- Providing the Highest Value
- Developing Resource Based Programming
- Supporting Staff

Strategic Programs and Services

The strategies detailed below with corresponding action plans are aligned with the Comprehensive Strategic Plan of Tennessee State Parks.

Strategy – Telling Full Stories: to identify and replicate best practices while establishing new methods for representing diverse, equitable, inclusive, and just dialogues.

Action Plan:

- Tell the stories of the New Deal era activities in the area constructing the dam, the village, and the park, including those of the African American CCC camp, the segregated community of Pickwick Village, and the communities displaced by progress.
- Tell stories of indigenous use of the area and the flooded archaeological sites in lake adjacent to the park.

Strategy – Interpretative Media: Connecting people to the resources of Tennessee State Parks with technology in ways that complement and expand interpretation within and beyond the park, giving everyone access to becoming a park steward.

Action Plan:

- Use social media to tell the story to a larger audience.
- Install wayside panels to connect visitors with the historic activities of the site.
- Develop augmented/virtual reality opportunities to animate the experience of those involved in the evolution of the site.
- Manage aviary to inform visitors of birds of prey and their threats. House non-releasable BoP animals used for education and facilitate getting injured BoP to care and rehab.

Strategy – Develop and maintain a portfolio of programs across multiple types of experiences:

- A. Interpretation of natural, historic, and cultural resources
- B. 3-5 unique experiences for all audiences
- C. Varying intensity from self-guided to immersive experiences
- D. Partnership opportunities for program delivery
- E. Varying costs to the user from “free to fee” based on value of the benefit to the participant and to the park.

Action Plan:

- Create fact sheets related to each piece of our story. Fact sheet will provide new staff with resources already researched to help focus learning and direct research in new directions.
- Add new programs to library as developed.
- Encourage staff to develop new programs within gaps not already addressed.
- Allow flexibility within previously established programs to create unique versions of the same program that accomplish the same objectives.
- Develop self-guided opportunities through the installation of wayside exhibits.
- Foster growth in fee programming opportunities.

Strategy – Develop and maintain diverse and varied resourced-based outdoor recreation opportunities across multiple types of experiences:

- A.** Managing recreational use with the stewardship needs of the resource
- B.** Varying intensity from self-guided to guided experiences
- C.** Partnership opportunities for program delivery
- D.** Varying costs to the user from “free to fee” based on value of the benefit to the participant and impact to the resource.

Action Plan:

- Create opportunities to engage visitors with the resource at various levels of intensities.
- Encourage self-guided adventuring by ensuring access to maps of the trails, rental boats, lake access points, disc golf course, etc.
- Partner with Hardin CVB, TN Riverline, TWRA, Shiloh NMP, local schools, 4H, and other local collaborators to encourage local users.
- Foster stewardship in the local community through community cleanup events and programming.
- Develop fee program
- ming that ensures a high quality experience for the largest viable audience.
- Ensure future development planning is centered around resource-based recreation.

HELPFUL DEFINITIONS:

- Nonpersonal Interpretation: Interpretive media that do not require a person to deliver a message (i.e. exhibits, waysides, brochures, signs, magazines, books, etc.).
- Personal Interpretation: One person or persons providing interpretation to another person or persons.
- Interpretive Program: Activities, presentations, publications, audio-visual media, signs, and exhibits that convey key heritage resource messages to audiences. (Adapted from US Fish & Wildlife Service)
- Interpretation: a purposeful approach to communication that facilitates meaningful, relevant, and inclusive experiences that deepen understanding, broaden perspectives, and inspire engagement with the world around us.

Financial Performance Goals

Financial performance goals are a critical performance management tool of the Tennessee State Park System. While the financial performance of parks are managed more intently at the system level, individual parks are expected to recover a portion of their operating costs through the generation of earned revenues where appropriate and to contribute to the system goals. The majority of earned revenues at state parks are generated through facility usage (campsites, cabins, lodge rooms, rentable pavilions, etc.), the delivery of fee-based programs and services, equipment rental and usage, and retail sales. Other forms of revenue generation come from golf courses and restaurants where those amenities are present. That said, not all parks have the same ability to generate earned revenues because the availability of facilities or programs vary widely from one park to the next. The “recovery” of operational costs by earned revenues is referred to as “cost recovery”. Operating costs beyond those supported by earned revenues represents the extent to which state funding support operations at each park.

The table below represents the overall park cost recovery for this specific park for the most recent fiscal year and forecast estimates for the upcoming five years. These estimates are based on projection estimates for known and foreseeable costs and recovery figures.

FINANCIAL PERFORMANCE GOALS						
	Current Cost Recovery (2022)	Target Cost Recovery: FY 2023	Target Cost Recovery: FY 2024	Target Cost Recovery: FY: 2025	Target Cost Recovery: FY 2026	Target Cost Recovery: FY 2027
Park Overall	100.10%	97.20%	90%	90%	92%	94%

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